

Division of the State Chief Information Officer

July 2006



MESSAGE FROM THE STATE CIO JULY 2006

On behalf of the State Chief Information Officer, I am pleased to present the CIO's Strategic Plan that will guide the Division's work over the next several years. Strategic planning involves looking up from an agency's day-to-day business to look at the future—to look for ways to get increased value from existing and planned investments. Four outcome-oriented goals have been established to guide our results over the long term. This plan has also been developed using the State of South Carolina Information Technology Strategic Plan's key result areas to drive the goals and objectives of the State CIO.

Over the course of the last two years, we have continued to improve our strategic planning efforts and the methods of communicating our direction and strategies. I plan to continue to monitor our resources in order to ensure that we are appropriately aligned with our primary business objectives and to ensure that our FY 2006 – FY 2009 Strategic Plan correctly maps our approach to "connecting people and information" through the use of information technology.

It is important that the CIO provide high quality, cost effective information technology products and services while leading the State's enterprise vision and technology infrastructure. The ability for the CIO to integrate the needs of our partners into our own strategy is critical to our success.

The CIO remains committed to providing the best possible information technology solutions for its customer partners. We thank our partners for their continuing help toward achieving our goals, and we look forward to future collaboration and innovation.

Jim Bryant, Ph.D. State Chief Information Officer



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ABOUT THE CIO

The Division of the State Chief Information Officer (CIO) is a major operating unit under the auspices of the State Budget and Control Board. The Board is chaired by the Governor and has, as other ex officio members, the State Treasurer, State Comptroller General, Chairman of the Senate Finance Committee and Chairman of the House Ways and Means Committee. The State Budget and Control Board has broad responsibilities for a number of central administrative and support functions in South Carolina state government.

As one of the Board's major operational offices, the Division of the State CIO sets the direction for the state's use of technology and supports the provision, use, and administration of information technology in government. The CIO functional areas include:

- Value Chain (Deputy CIO, Barbara Teusink): Change, Project, Financial and Human Resource Management will be the focus of this unit. This is the administrative and managerial segment of the State CIO.
- South Carolina Enterprise Information System (SCEIS) (Deputy CIO, Chuck Fallaw): The successful implementation of SCEIS is the focus of this segment of the State CIO. SCEIS is the Enterprise software architecture that operates on the CIO's Enterprise infrastructure.
- Enterprise Operations (Deputy CIO, Tom Fletcher): Every information technology service provided by the State CIO will be the focus of this segment of the organization. Enterprise Operations combines the Enterprise software with the Enterprise hardware to deliver services to our Customers via the Enterprise network.
- Enterprise Projects and Portfolio Management (Pat O'Cain): The focus of this State CIO segment is developing Enterprise information technology solutions for communities of interest such as e-Learning and health care. Additionally, this area will have information technology planning and overall responsibility for the Enterprise projects being brought into the State CIO's portfolio.

VISION

To be the leader in the application of technology to deliver cost-effective services for citizens, businesses and government organizations

MISSION

We facilitate the delivery of government services in South Carolina by coordinating enterprise technology investment and providing information technology solutions.

VALUES



GOALS

Promoting Enterprise IT Vision

Ensuring Information Protection and Privacy

Providing
Best Value
Services

Fostering Employee Well-Being

GOAL: PROMOTING ENTERPRISE INFORMATION TECHNOLOGY VISION

Citizens expect to view their State Government as a single entity, and statewide leaders expect to receive vital decision-making information that crosses agency organizational lines. The intent is to employ an enterprise, or statewide, approach for the management of a common shared technical infrastructure and technical services. Savings are realized via efficiencies from economies of scale, standardization, and elimination of redundant IT investments.

The Enterprise Information Technology Architecture provides a strategic planning framework that aligns information technology with the business functions that it supports across the entire body of the organization. In South Carolina government, this includes state agencies and commissions and excludes legislative agencies, higher education, county and local governments, and K-12 school districts. The South Carolina Enterprise Architecture (SCEA) is the result of a statewide collaborative effort to assure that South Carolina citizens receive the greatest possible value from investments in information technology. The SCEA should be used as a guide for individual state agencies in architectural planning and decisions.

The Statewide Information Technology Plan provides an enterprise level strategic plan that assists agencies in the development of their own plans. A holistic approach and vision are necessary to address the ever-increasing information access demands. Intertwining current and future systems with our suppliers and customers will allow us to build partnerships as well as make dramatic improvements in the associated business processes.

OBJECTIVES:

- 1. Develop and articulate an Enterprise Information Technology vision for the State.
 - 1.1. The CIO will use an array of forums to provide input to and oversight of various enterprise technologies, to include the following:
 - Architecture Oversight Committee (AOC)
 - SC Assistive Technology Advisory Committee (ATAC)
 - eGovernment Oversight Committee
 - SC Enterprise Information System Executive Oversight Committee (SCEIS)
 - SC Government/Industry Council
 - SC Information Network User Council (SCINET)
 - SC Information Sharing and Analysis Center (SC-ISAC)
 - K-12 Network Committee
 - o Palmetto 800 MHz User Advisory Committee
 - SC Organization for Project Management Excellence (SCOPE)

- 1.2. A process for communicating the enterprise IT vision to upper level executive and legislative branches of government will be developed.
- 1.3. A strategy will be developed to address the action items contained within the Statewide Strategic Information Technology Plan to ensure goals are met, and to update as needs and technology evolves.

2. Promote the benefits of and facilitate the successful deployment and operation of Enterprise Applications, which support the business functions of State Government.

- 2.1. The CIO will facilitate interaction among agencies with common interests to promote the benefits of cooperative endeavors. This will involve the establishment of interagency clusters or communities of interests (such as health and social services, education, law enforcement, administrative), each with the goal of facilitating the exchange of information as well as identifying opportunities where agencies can work collaboratively toward enterprise solutions to information technology challenges In cooperation with these Col's, the CIO will support and co-sponsor enterprise information technology solutions that provide specific benefits to the State;
- 2.2. As charged by the statewide IT plan, an intergovernmental task force composed of executive, program, and information technology representatives will be established to develop policies for the efficient collection, maintenance and exchange of information by state agencies, and where appropriate, with federal and local government partners.
- 2.3. The State Information Technology Planning Office will initiate processes to continually identify opportunities for enterprise coordination and publish such information via the Web and email to promote reuse of new and existing technologies.
- 2.4. The CIO will work with the SCEA to develop standards for and implementation of a statewide directory mechanism.
- 2.5. The CIO will strive to deliver access to government (local, state, federal) services via the State's portal, SC.gov.

3. Assist agencies with development of individual agency Information Technology plans.

3.1. The CIO will partner with agencies to ensure agency IT plans are mapped to the Statewide Strategic IT Plan. The IT Planning staff will be available to assist agencies that lack the resources to develop and implement an IT plan.

Outcomes & Measurements:

Outcomes:

- Positive impact of Enterprise Application initiatives
- Agencies are actively engaged and participating in the SCEA
- Agencies are adopting IT standards

- Increase (%) in number of agencies signing on to participate in enterprise IT solutions
- Increase (%) in number of agencies operating inside agency standards established by the Architecture Oversight Committee (AOC)
- Increase (%) in number of agency IT plans that are mapped to the Statewide IT Plan

GOAL: ASSURING INFORMATION PROTECTION AND PRIVACY

The State of South Carolina is required to secure and protect its business functions, including public access to appropriate information and resources, while maintaining compliance with the legal requirements established by existing Federal and State statutes pertaining to confidentiality, privacy, accessibility, availability, and integrity. This involves authentication and authorization of State Government personnel, vendors, and citizens. It also involves integrity and recovery; i.e., protection from malicious viruses and code, non-repudiation, privacy, infrastructure recovery and business continuity.

The Division's awareness of heightened regulatory requirements and privacy has increased the focus on delivering the information generated in our customer's business applications more quickly, improving internal workflows and enhancing document management and security.

OBJECTIVES:

1. Develop and articulate an effective Statewide Security Strategy.

- 1.1. To secure the critical information technology infrastructure, a statewide security policy that all state government entities can follow will be published. The CIO will aid agencies with interpretation and implementation of the policy.
- 1.2. In concert with the Architecture Oversight Committee, best practice authentication methodologies and technologies to provide secure access to State systems by employees, business partners, and citizens will be identified and adopted.
- 1.3. Legislative mandates will be sought to require security assessments of all State critical assets. Adoption of a compliance monitoring and response mechanism to ensure policies are being followed and standards are maintained will be sought.
- 1.4. Risk assessments of the top critical infrastructure assets will be completed. An annual evaluation and report will be produced on the progress of information security and protection issues.
- 1.5. To support the technology needs of the State's homeland security efforts, avail technology to support the homeland security committee to leverage grant opportunities, identify legislative requirements, coordinate system development, and direct efforts to ensure the safety of the State's citizens and resources.
- 1.6. To foster awareness, prevention, and rapid response, programs to aid with effective statewide security will be developed as follows:
 - Partnerships among agencies, federal and local government
 - Programs that leverage and integrate volunteer services into appropriate State and local homeland security efforts
 - Joint Terrorism Task Force web site
 - Federal funding for Phase II CITPP
 - Security Events for Cyber Security Awareness Month

2. Develop a Business Continuity and Disaster Recovery Planning Strategy.

- 2.1. The CIO will work with the Architecture Oversight Committee to
 - adopt a statewide Business Continuity and Disaster Recovery awareness program
 - adopt best practices for the development of Business Continuity and Disaster Recovery Plans
- 2.2. The CIO is obligated to have a Business Continuity and Disaster Recovery plan in the event of a disaster that destroys part or all of its business resources, including IT equipment, data records, and physical space. The goal of the BC/DR plan is to resume normal business operations in as little time as possible.

Outcomes & Measurements:

Outcomes:

- Agencies are actively engaged and participating in the South Carolina Incident Response Team (SC CSIRT)
- Documented and fully tested Disaster Recovery and Business Continuity Plans within State Government

- o Increase in # of agencies with documented active security plans
- Increase in # of agencies with documented business continuity plans
- Increase in # of security risk assessments conducted for agencies

GOAL: PROVIDING BEST VALUE SERVICES

Information technology should support the business mission of the governmental entity, providing an infrastructure that permits cost effective, efficient service delivery. The CIO is focused on increasing the functionality of current information technology systems and services while providing more efficiency and more flexibility without increasing the associated costs. We are expected to respond quickly to changes in the customer's business environment and manage and coordinate the resources to meet their needs.

The CIO recognizes that our customers expect high quality services at a reasonable cost, regular communications regarding the services, and easy access to information. The CIO staff is committed to honoring commitments and taking ownership of business issues on the customer's behalf and providing timely follow up.

Objectives:

- 1. Continuously improve information technology services through strategic technology investments and enhanced service delivery.
 - 1.1. The CIO will establish cooperative, collaborative partnerships with stakeholders to better understand their business strategies and goals, evaluate their services needs, recommend solutions to meet these needs, and deliver those quality solutions in a timely manner.
 - 1.2. In an effort to improve internal business case development, a portfolio management process will be adopted to ensure improved overall business management practices (evaluation, classification, and prioritization of major IT initiatives across the enterprise).
 - 1.3. The CIO shall implement and operate a statewide IT infrastructure that considers the uniqueness of agencies and that is maintained to leverage similar technologies across the agencies.
 - 1.4. The CIO will implement security policies as well as tools and technologies to support a secure, robust infrastructure and architecture that will maintain confidentiality of citizen and government information. Computer forensic expertise to combat intrusion and threats, and to investigate and prosecute criminal acts will be maintained.
 - 1.5. The CIO will foster and formalize interagency service clusters (health care, criminal justice, court administration, GIS, etc.) to enable improvement in the quality of information and services provided to citizens. We will work with these clusters to accomplish the following:
 - develop and publish data architecture, interface standards, and business processes for collecting, maintaining, and exchanging information, and
 - provide the Governor's Office, the Legislature and the State CIO a list of multiagency initiatives priorities to be used in the evaluation and approval of IT planning and budget requests.
 - 1.6. New state contract vendors will be required to provide electronic invoices to agencies that desire electronic invoicing for supplies, products and services. The electronic format is to be defined and published by the Architecture Oversight Committee.
 - 1.7. The Virtual CIO program will be expanded to assist agencies with assessing, planning, procuring and implementing information technology. A forum for these agencies to obtain and share information and experiences will be provided.

1.8. Agency Internet and Intranet web sites will be monitored for ADA compliance to ensure that employees and citizens with disabilities have access to online information, data, and services.

2. Create a financial model.

- 2.1. The model will show income/revenue and expenses by line of business. It will be used to forecast and to input into the rates process. Improved methods for determining utilization estimates for new services will be identified.
- 2.2. A method for "sun setting" or "ever greening" systems and services will be defined. This is the process by which services are changed, maintained, updated, or eliminated to maintain their long-term viability.

Outcomes & Measurements:

Outcomes: Quality of Services

- Timeliness of Services
- Competitiveness of Services
- Continued operational viability of the Division

- Decrease in problem resolution time
- Decrease in request fulfillment time
- o Increase in customer base
- Increase in revenue generated
- Improve contract turnaround time for contracts with established rates
- o Improve contract turnaround time for contracts without established rates
- Improve accuracy of revenue and expense projections

GOAL: FOSTERING EMPLOYEE GROWTH

Information technology is continually, rapidly, and unpredictably changing. The CIO is committed to developing a proficient, appropriately staffed IT work force.

Communications is consistently noted as a critical need in employee surveys and focus groups, and it is a fundamental duty of all managers, supervisors and team leaders to keep their team members informed. Employees have an equal responsibility to seek information and utilize the communication channels available.

Employee Well Being encompasses programs that protect and educate employees, provide development opportunities, and recognize and reward employees for their efforts.

Objectives:

1. Continually enhance communications and teamwork.

- 1.1. A variety of channels will be researched for improving the effectiveness of internal communications. Existing methods of internal communications will also be evaluated for usefulness.
- 1.2. Business process improvement and integration will be promoted. Internal processes will be documented, enhanced, and communicated to all employees.

2. Recruit, retain, and invest in a highly skilled work force.

- 2.1. As directed in the Statewide IT Plan, the State CIO and the Office of Human Resources (OHR) will convene a workgroup of agency executives, human resource directors, and representatives of the State's IT community to examine the structure of the IT classifications and review state employment data such as the number of employees approaching retirement, turnover rates, programs growing or diminishing in importance, employee skill gaps, and areas that are being affected by technology change to formulate strategies for effective workforce succession planning. The workgroup is to report recommendations to the State CIO and OHR who will work to implement these and other initiatives as appropriate.
- 2.2. Evaluate CIO employee compensation and career enhancement:
 - Conduct a periodic review of employee compensation
 - Adopt the "promote from within" philosophy
 - o Provide flexible work schedules where possible
- 2.3. Create a formal work force plan for the Division with particular emphasis on teams experiencing high rates of retirement and employees leaving for other opportunities.
- 2.4. Evaluate and enhance employee awards and recognition programs.
- 2.5. The State CIO will coordinate the development of a robust technology training program focused on leadership, project management, systems management, applications development, and other skills necessary to support new and future technologies.
- 2.6. Serve on the Board's Learning Management system team and define and procure a Board-wide Learning Management System to support training development, budgeting and tracking.

2.7. Develop an Individual Learning Plan for each employee. Provide the best possible training at the most affordable cost by increasing utilization of web-based training, streaming video, books, self-study, job shadowing, mentoring, etc.

Outcomes & Measurements:

Outcomes:

- Effective communication is occurring across the Division
- Feedback and/or survey results reflect positive employee satisfaction
- o Recognition programs are provided
- Training is ongoing for all Staff
- Training is effective

- Decrease in employee turnover
- Decrease in employee absenteeism
- % Employees with Individual Learning Plans
- o Increase in employees covered by a work force/succession plan

Conclusion

As technology inevitably changes, the CIO strives to anticipate and respond to those changes with new and upgraded services for our customers. We continuously search for ways to improve services through efficient and effective business processes.

We rely on inclusive, collaborative relationships with our stakeholders to make each year successful. Sustaining the kind of progressive information technology services that we can deliver to the citizens of the State of South Carolina will require continued collaboration in 2006 and beyond.

The CIO is committed to providing the best information technology services in order to "make government better through information technology services".

We look forward to future years to strengthen these partnerships and "Connecting People and Information" throughout our great State of South Carolina.

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